Knowledge Management Career Area

Job Roles

The job roles in the Knowledge Management Career Area include the following competencies:

❖ *Chief Knowledge Officer (CKO)*

Definition: manages the knowledge sharing process at the command level; leads efforts to move the organization to knowledge centricity; requires a dedication to KM principles, the ability to discuss the benefits of knowledge sharing, and the vision to ensure that KM initiatives are adopted by the organization; ensures that the best, relevant information for the area of practice is accessible to all personnel and implements the knowledge sharing strategy in alignment with command guidelines; champions cross-organizational communities of practice, forms relationship with HR, IT, librarian, organizational learning; establishes incentive programs for knowledge sharing and re-use; fosters cultural change; defines roles, skill-set, and opportunities for knowledge workers and facilitates training and education of knowledge workers.

1. Architecture
2. Knowledge Base Development
3. eBusiness/Electronic Data Interchange
4. Learning Environment Management
5. Knowledge Sharing/Reuse
6. Performance Metrics
7. KM Concept/Strategy
8. Policy/Strategic Plan Development and Implementation
9. KM Cultural Transformation
10. Information Resource Management
11. Enterprise Resource Planning
12. KM Ethical and Legal Issues
13. Business Process Reengineering
14. Facilitation and Arbitration
15. Systems Thinking
16. Leading People
17. Business Acumen
18. Building Coalition/Communication
19. KM Program/Project Management
20. Knowledge Life Cycle Management
21. Knowledge Mapping
22. Knowledge Transfer

❖ *Knowledge Manager (KM)*

Definition: works with the Chief Knowledge Officer to implement KM initiatives; manages KM efforts; looks across KM processes to capture tacit and explicit knowledge and often balances technology, information, processes, and individual and organizational learning within a culture of shared values. Creates ways to maintain a sustainable competitive advantage.

1. Architecture
2. Knowledge Base Development
3. E-Business/Electronic Data Interchange
4. Content Integration
5. Learning Environment Management
6. Knowledge Sharing/Reuse
7. Performance Metrics
8. KM Concept/Strategy
9. Policy/Strategic Plan Development and Implementation
10. KM Cultural Transformation
11. Information Resource Management
12. Enterprise Resource Planning
13. KM Ethical and Legal Issues
14. Business Process Reengineering
15. Facilitation and Arbitration
16. Systems Thinking
17. Communities of Practice
18. KM Program/Project Management
19. Decision Science
20. Leading People
21. Business Acumen
22. Building Coalition/Communication
23. Knowledge Life Cycle Management
24. Knowledge Mapping
25. Knowledge Transfer

❖ *Knowledge Systems Engineer (KSE)*

Definition: turns KM ideas into workable solutions by engineering appropriate knowledge sharing Internet/intranet sites, rules based systems, portals, databases, etc. Requires intimate knowledge of the systems, architectures, technologies, standards, and protocols for KM. Ensures performance of the KCO is optimized through utilization of KM tools and systems thinking applications.

1. Systems Integration
2. Network Security
3. Architecture
4. Web Development for KM
5. Knowledge Base Development
6. Software Development
7. E-Business/Electronic Data Interchange
8. Content Integration
9. Learning Environment Management
10. Social Network Analysis
11. KM Concept/Strategy
12. Business Process Reengineering
13. Systems Thinking
14. Decision Science
15. Building Coalition/Communication

❖ *Knowledge Process Manager (KPM)*

Definition: focuses on the organization's KM and content integration processes; manages the efforts of the Knowledge Transfer Engineer, Knowledge Research Engineer, and Knowledge Life-Cycle Engineer. Develops process models for optimal organizational effectiveness.

1. Knowledge Transfer
2. Content Integration
3. Knowledge Life Cycle Management
4. Knowledge Mapping
5. Learning Environment Management
6. Knowledge Sharing/Reuse
7. Social Network Analysis
8. KM Concept/Strategy
9. KM Cultural Transformation
10. Systems Thinking
11. KM Program/Project Management

❖ *Knowledge Transfer Engineer (KTE)*

Definition: captures and codifies tacit knowledge, making it available for re-use; connects people to one another to enable the transfer of tacit knowledge to explicit knowledge. This job role is not considered inherently governmental.

1. Knowledge Transfer
2. Content Integration
3. Knowledge Mapping
4. Knowledge Sharing/Reuse
5. Social Network Analysis
6. KM Concept/Strategy
7. KM Cultural Transformation
8. Systems Thinking
9. Communities of Practice

❖ *Knowledge Research Engineer (KRE)*

Definition: creates explicit knowledge from available resources and integrates content in KM systems into easily accessible knowledge for decision makers. While this job offers the opportunity for growth into managerial positions, this job role is not necessarily inherently governmental.

1. Content Integration
2. Knowledge Life Cycle Management
3. Knowledge Mapping
4. Knowledge Sharing/Reuse
5. Social Network Analysis
6. KM Concept/Strategy
7. KM Cultural Transformation
8. Systems Thinking

❖ *Knowledge Life Cycle Engineer (KLE)*

Definition: applies the rules and procedures that ensure the appropriate refresh and currency of information in a knowledge system; determines information birth and death for the KCO.

1. Content Integration
2. Knowledge Life Cycle Management
3. Knowledge Mapping
4. Knowledge Sharing/Reuse
5. Social Network Analysis
6. KM Concept/Strategy
7. KM Cultural Transformation
8. Systems Thinking
9. KM Program/Project Management

❖ *Knowledge Community Leader (KCL)*

Definition: facilitates communities of practice across organizations to foster innovation, improved performance and collaboration; requires facilitation skills to ensure change initiatives are supported.

1. Web Development for KM
2. Knowledge Transfer
3. Content Integration
4. Knowledge Life Cycle Management
5. Knowledge Mapping
6. Learning Environment Management
7. Knowledge Sharing/Reuse
8. Social Network Analysis
9. Performance Metrics
10. KM Concept/Strategy
11. Business Process Reengineering
12. Facilitation and Arbitration
13. Systems Thinking
14. Communities of Practice
15. Leading People
16. Building Coalition/Communication

❖ *Intellectual Capital Manager (ICM)*

Definition: develops the enterprise workforce; ensures the human capital aspects of KM are fully integrated; uses KM to increase the performance of the organization, the learning of the organization and identifies gaps in KM competencies.

1. Learning Environment Management
2. Knowledge Sharing/Reuse
3. KM Concept/Strategy
4. Information Resource Management
5. Enterprise Resource Planning
6. Systems Thinking
7. Leading People
8. Business Acumen

❖ *Performance Measurement Engineer (PME)*

Definition: measures and assesses the KCO model implementation and architecture. Performs analysis, develops a predictive model, shows potential impact of change, and provides implications for validation of KCO model.

1. Social Network Analysis
2. Performance Metrics
3. KM Concept/Strategy
4. Policy/Strategic Plan Development and Implementation
5. KM Cultural Transformation
6. Information Resource Management
7. Enterprise Resource Planning
8. Business Process Reengineering
9. Systems Thinking
10. Decision Science
11. Business Acumen

❖ *Knowledge Assurance Manager (KAM)*

Definition: ensures the assimilation of information and knowledge is protected from unauthorized access and/or disclosure.

1. Systems Integration
2. Network Security
3. Architecture
4. Web Development for KM
5. E-Business/Electronic Data Interchange
6. Knowledge Mapping
7. Social Network Analysis
8. Performance Metrics
9. KM Concept/Strategy
10. KM Cultural Transformation
11. KM Ethical and Legal Issues
12. Systems Thinking

❖ *Knowledge Assistant (KA)*

Definition: understands organizational information needs; assists in data gathering activities; uses expert multimedia skills and Web tools to prepare and distribute organizational products/communications; analyzes and improves organizational workflow and communications. This job role is not considered inherently governmental.

1. Content Integration
2. KM Concept/Strategy
3. Systems Thinking
4. Web Development for KM

Competencies by Job Role

The following table illustrates the breakout of competencies (along the left hand side) by job role (across the top) within this career area:

Competency:	Chief Knowledge Officer (CKO)	Intellectual Capital Manager (ICM)	Knowledge Assurance Manager (KAM)	Knowledge Community Leader (KCL)	Knowledge Life Cycle Engineer (KLE)	Knowledge Manager (KM)	Knowledge Process Manager (KPM)	Knowledge Research Engineer (KRE)	Knowledge Systems Engineer (KSE)	Knowledge Transfer Engineer (KTE)	Performance Measurement Engineer (PME)	Knowledge Assistant (KA)
Architecture	●		●			●			●			
Building Coalition/Communication	●			●		●			●			
Business Acumen	●	●				●					●	
Business Process Reengineering	●			●		●			●		●	
Cognitive and Decision Science						●			●		●	
Communities of Practice				●	●	●				●		
Content Integration				●	●	●	●	●	●	●		●
Electronic Commerce/Electronic Data Interchange	●		●			●			●			
Enterprise Resource Planning	●	●				●					●	
Facilitation and Arbitration	●			●		●						
Information Resource Management	●	●				●					●	
Information Systems/Network Security			●						●			
KM Concept/Strategy	●	●	●	●	●	●	●	●	●	●	●	●
KM Cultural Transformation	●		●		●	●	●	●		●	●	
KM Ethical and Legal Issues	●		●			●						
KM Program/Project Management	●					●	●					
Knowledge Base Development	●					●			●			
Knowledge Life Cycle Management	●			●	●	●	●	●				
Knowledge Mapping	●		●	●	●	●	●	●		●		
Knowledge Sharing/Reuse	●	●		●	●	●	●	●		●		
Knowledge Transfer	●			●		●	●			●		
Leading People	●	●		●		●						
Learning Environment Management	●	●		●		●	●		●			
Performance Metrics	●		●	●		●					●	
Policy/Strategic Plan Development and Implementation	●					●					●	
Social Network Analysis			●	●	●		●	●	●	●	●	

Competency:	Chief Knowledge Officer (CKO)	Intellectual Capital Manager (ICM)	Knowledge Assurance Manager (KAM)	Knowledge Community Leader (KCL)	Knowledge Life Cycle Engineer (KLE)	Knowledge Manager (KM)	Knowledge Process Manager (KPM)	Knowledge Research Engineer (KRE)	Knowledge Systems Engineer (KSE)	Knowledge Transfer Engineer (KTE)	Performance Measurement Engineer (PME)	Knowledge Assistant (KA)
Software Development									●			
Systems Integration			●						●			
Systems Thinking	●	●	●	●	●	●	●	●	●	●	●	●
Web Development for KM			●	●					●			●

Job Roles by Occupational Series

The following table presents a matrix of the occupational series (on the left side) by the job roles in this career area (across the top). It is offered as general guidance to help identify where the work performed in the various job roles may be found in the federal government workforce. As such, it does not depict every situation that could occur. More detailed information on the draft classification standard for the Information Technology Group (GS-2200) can be found in Appendix B of Volume I.

	Chief Knowledge Officer	Knowledge Manager	Knowledge Systems Engineer	Knowledge Process Manager	Knowledge Transfer Engineer	Knowledge Research Engineer	Knowledge Life Cycle Engineer	Knowledge Community Leader	Intellectual Capital Manager	Performance Measurement Engineer	Knowledge Assurance Manager	Knowledge Assistant
GS-301 Misc. Admin. and Program												
GS-303 Misc. Clerk and Assistant												●
GS-335 Computer Clerk & Assistant						●						●
GS-340 Program Management	●	●		●			●	●	●	●		
GS-343 Management & Program Analysis		●		●		●	●	●		●		●
GS-391 Telecommunications	●	●	●	●				●	●	●	●	
GS-392 General Telecommunications						●				●		
GS-854 Computer Engineer			●	●		●		●				
GS-855 Electronics Engineer								●				
GS-1410 Librarian	●	●		●			●	●	●		●	
GS-1411 Library Technician		●	●			●	●			●	●	●
GS-1412 Technical Information Services			●			●				●	●	●

	Chief Knowledge Officer	Knowledge Manager	Knowledge Systems Engineer	Knowledge Process Manager	Knowledge Transfer Engineer	Knowledge Research Engineer	Knowledge Life Cycle Engineer	Knowledge Community Leader	Intellectual Capital Manager	Performance Measurement Engineer	Knowledge Assurance Manager	Knowledge Assistant
GS-1550 **Technical Information Services**	●		●					●		●	●	
GS-2210[1] **IT Management**	●	●	●	●	●		●	●	●	●	●	

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[1] Formerly GS-334 Computer Specialist.

Job Role Distribution within an Organization

To help in identifying opportunities for employees to advance within the KM career area, the following chart provides an overview of where KM job roles are found at various DON activities. It is intended to be a guide to show where these job roles are most typically encountered, although there may be significant differences at certain locations. Some job roles (for example, the Knowledge Research Engineer, Knowledge Life Cycle Engineer and Knowledge Transfer Engineer) may be combined in smaller organizations.

	Chief Knowledge Officer	Knowledge Manager	Knowledge Systems Engineer	Knowledge Process Manager	Knowledge Transfer Engineer	Knowledge Research Engineer	Knowledge Life Cycle Engineer	Knowledge Community Leader	Intellectual Capital Manager	Performance Measurement Engineer	Knowledge Assurance Manager	Knowledge Assistant
Service/Claimant Headquarters	●	●	●	●	●	●	●	●	●	●	●	●
Field Activity/Command Headquarters		●	●	●				●			●	●

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

1	Competency: **Architecture**	Proficiency:		Level:					Skill Topics:

| *Strategic Value:*

 To provide secure information systems that are efficient, effective, interoperable, scalable, reliable, integrated and affordable. | Learning Objectives:

 Understanding the operational, systems and technical views of the architecture framework endorsed by DoD, and their application in computer and information systems components. | Current

 0 1 2 3 4 | Required

 0 1 2 3 4 | E | I | J | S

 X | Ex

 X | - OMB Memo M-97-16
 - C4ISR architecture framework
 - Process modeling
 - Data interchange services
 - Computer systems architecture
 - System design, including hardware components and configuration
 - Database management
 - Distributed processing
 - Operating Systems
 - Networks
 - Systems software
 - Technical Standards--their role and specific standards in use and adopted by DoD and DON
 - Cryptographic equipment and systems
 - DoD Security Architecture (MSL) |
| | Developmental Opportunities:

 Learning:
 - Information Resources Management College, Managing Information Architectures and Infrastructures (all)
 - Certification in KM (government, DON, academic) (S, Ex)

 Work-based:
 - Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all) | Gap Assessment:

 _____ - _____ = _____

 Required Proficiency - Current Proficiency = Gap

 Gap Mitigation Strategy: | | | | | | |

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

2	Competency: **Knowledge Base Development**	Proficiency:		Level:						Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics continued

Strategic Value:

To provide a critical knowledge base repository for decision makers.

Learning Objectives:

Knowledge of and ability to collect critical knowledge from subject matter experts and incorporate it into a structured database application.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4				X	X

Skill Topics:
- Requirement Definition
- Functional Specification
- Cognitive Psychology
- Interviewing
- Database Design
- Systems Engineering
- Intelligent Agents
- Decision Aids
- Metadata
- Object Oriented Programming

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency	-	Current Proficiency	=	Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

3	Competency: Electronic Commerce/Electronic Data Interchange		Proficiency:		Level:					Skill Topics:

| *Strategic Value:*

To conduct business in an integrated and automated paperless information environment. | **Learning Objectives:**

Knowledge of and ability to develop and apply electronic commerce tools and electronic data interchange policy, practices, standards, and procedures. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E I J S Ex

X X | - Electronic mail
- Electronic bulletin board systems
- Electronic funds transfer
- Business Process Evaluation/Reengineering
- Economic/Cost Benefit Analysis
- Project Planning/Development
- Enterprise Integration/Implementation
- EC/EDI Standards Coordination/Development Support
- Training and awareness |
| | **Developmental Opportunities:**

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all) | **Gap Assessment:**

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy: | | | |

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

4	Competency: **Learning Environment Management**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Intellectual Capital
To encourage innovation and creativity in the workplace.	Knowledge of and ability to encourage innovations, build a work environment and design training methods conducive to continuous learning and sharing knowledge.	0 1 2 3 4	0 1 2 3 4				X	X	- Individual Human Capital, Social Capital and Enterprise Capital - Knowledge Acquisition, Production, Transfer, Brokering - Information Management

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   -   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

5	Competency: **Knowledge Sharing/Reuse**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Relationship building - Facilitation - Group Dynamics - Groupware and collaboration tools - Communication - Critical Thinking - Social networks
To encourage sharing and reuse of knowledge and best practices and preserve organizational knowledge beyond attrition.	Knowledge of and ability to encourage and facilitate sharing knowledge, such as developing and implementing various approaches for providing incentives for sharing best practices and utilizing IT tools that facilitate sharing and preserving knowledge.	0 1 2 3 4	0 1 2 3 4				X	X	

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: **Knowledge Management**

Job Role: **Chief Knowledge Officer (CKO)**

6	Competency: **Performance Metrics**	Proficiency:		Level:	Skill Topics:

Strategic Value:

To identify qualitative and quantitative measures of effectiveness in support of DON IM/IT programs.

Learning Objectives:

Knowledge of and ability to apply the tools, methodologies, and procedures to measure or evaluate enterprise IM/IT performance.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4				X	X

Skill Topics:
- Activity-based costing
- Earned value management
- Outcomes-based performance management/benefits realization
- Balanced Scorecard concept
- Malcomb Baldrige Performance Excellence Criteria
- Productivity enhancement

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

7	Competency: KM Concept/Strategy		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Intellectual Capital

To use Knowledge Management as strategy to improve productivity as a learning organization.

Learning Objectives:

Knowledge of and ability to understand the KM concept and how to insert it into the business strategy development in order to realize the benefits of KM.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4				X	X

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Knowledge supply chain
- KM process
- KM tools
- Impacts of KM on business

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency	-	Current Proficiency	=	Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

8	Competency: **Policy/Strategic Plan Development and Implementation**	Proficiency:		Level:						Skill Topics:

	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics:

Strategic Value:

To develop and assist in the implementation of departmental policy and strategic plans regarding DON, DoD and Federal Government legislative mandates (i.e., Congressional Directives, Executive Orders, and policies relating to information systems communications).

Learning Objectives:

Knowledge of and ability to apply information technology concepts, principles, practices, procedures, policies, standards and operational requirements both internal and external to the DON (e.g., at the Joint Staff level) necessary to develop or modify IT strategic plans and/or policy.

Current: 0 1 2 3 4

Required: 0 1 2 3 4

Level: E I J S Ex → X (S), X (Ex)

Skill Topics:
- Commercial, Federal and Military standards
- Operational procedures
- Operational doctrine
- C4I issues
- Policy directives
- Policy development
- Interoperability deficiencies
- Migration/integration initiatives
- DoD security
- Strategic Planning

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

9	Competency: **KM Cultural Transformation**	Proficiency:		Level:					Skill Topics:

| *Strategic Value:*

To promote cultural transformation to accept knowledge sharing as power. | **Learning Objectives:**

Knowledge of and ability to facilitate cultural changes from "knowledge is power" to "knowledge sharing is power" using various tools and techniques. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E | I | J | S

X | Ex

X | - Facilitation
- Team building
- Sociology of knowledge
- Collaboration tools
- Group dynamics
- Incentives and rewards
- Concept of organizational learning
- Training and awareness |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   -   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

10	Competency: **Information Resource Management**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics:
To ensure organization information resources are a strategic asset that will provide the backbone of DON information needs by utilizing information resource assets in the most advantageous manner.	Knowledge of and ability to manage information, information systems and related resources according to Federal laws and DoD, DON regulations.	0 1 2 3 4	0 1 2 3 4				X	X	- Information management - Information systems management - Resource management - Project, program, contract and life-cycle management - Information resource management regulations, policies and procedures - Computer products and services analysis - Cost-benefit/economic analysis - Life-cycle cost analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

11	Competency: **Enterprise Resource Planning**	Proficiency:		Level:					Skill Topics:

	Learning Objectives:	Current	Required	E	I	J	S	Ex	
Strategic Value: *To enable organizations to unify disparate enterprise information systems (e.g., financial, human resources, supply chain management) into one comprehensive application.*	Knowledge of and ability to enable communication between multiple enterprise applications and platforms.	0 1 2 3 4	0 1 2 3 4				X	X	- Visioning - Requirements analysis - Feasibility studies - Life-cycle cost estimates - Commercial vendor assessments - Finance strategies - ERP software evaluation and procurement - Plan and implementation of ERP software usage - IV&V - Outcome-based performance measurement

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

$$\underline{\qquad} - \underline{\qquad} = \underline{\qquad}$$

Required Proficiency   -   Current Proficiency   =   Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

12	Competency: KM Ethical and Legal Issues	Proficiency:		Level:					Skill Topics:

| *Strategic Value:*

To conduct business in compliance with law and DON ethics. | **Learning Objectives:**

Knowledge of and ability to take actions in compliance with laws and regulations that are relevant to KM efforts and to consider ethical issues whenever appropriate. | **Current**

0 1 2 3 4 | **Required**

0 1 2 3 4 | E | I | J | S

X | Ex

X | - Relevant laws and regulations
- Privacy Issues
- Security Issues
- Ethics in teamwork |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

13	Competency: **Business Process Reengineering**	Proficiency:		Level:						Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics content

Strategic Value:

To ensure the organization's methods and processes support enterprise IM/IT requirements, both cost and technical.

Learning Objectives:

Knowledge of and ability to apply analytical methods and procedures to review and assess IM/IT processes and procedures to support the development and enhancement of administrative processes, procedures and organizations.

Proficiency:
Current: 0 1 2 3 4
Required: 0 1 2 3 4

Level: E I J S Ex
X   X (in S and Ex columns)

Skill Topics:
- Economic analysis principles
- Activity-based costing
- DoD and DON budget and procurement processes
- BPR methodologies, metrics, tools and techniques
- Automated information systems for specific computer projects
- Plan and budgetary document development to support requirements

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)
- DoD BPR Certificate Program (all)
- Information Resources Management College, Reengineering Organizational Processes (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

14	Competency: **Facilitation and Arbitration**	Proficiency:		Level:						Skill Topics:

Strategic Value:

To build effective communities of practice to share knowledge and encourage innovation.

Learning Objectives:

Knowledge of and ability to work with disparate groups of people and build a single team vision, goals and objectives and to build strong communities of practice.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4				X	X

Skill Topics:
- Negotiating
- Counseling
- Group dynamics
- Situational leadership
- Organizational behavior

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

$$\underline{\hspace{2cm}} - \underline{\hspace{2cm}} = \underline{\hspace{2cm}}$$

Required Proficiency	-	Current Proficiency	=	Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

15	Competency: **Systems Thinking**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Scoping
To build a learning organization by developing the capacity for putting pieces together and seeing the whole.	Knowledge of and ability to create structural explanations for why things happen, to apply system archetypes to business situations, and to plan and evaluate actions to improve performance.	0 1 2 3 4	0 1 2 3 4				X	X	- Setting expectations - Data collection and generation - Making systemic sense of data - Building shared understanding & commitment - Identifying intervention - Follow through

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

$$\underline{\hspace{2cm}} - \underline{\hspace{2cm}} = \underline{\hspace{2cm}}$$

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

16	Competency: **Leading People**	Proficiency:		Level:						Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Policy directives
To design and implement strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision and goals.	Knowledge of and ability to inspire and motivate others toward goal accomplishment; to empower people, promote quality through effective use of performance management systems, foster team spirit, trust and pride.	0 1 2 3 4	0 1 2 3 4				X	X	- Policy development - Strategic planning - Performance management - Quality management - Team building - Understanding of cultural diversity - Coaching/mentoring - Conflict resolution - Negotiation/labor union relationship

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

17	Competency: **Business Acumen**	Proficiency:		Level:	Skill Topics:

Strategic Value:

To aid the organization with maximizing its human, financial, material and information resources in a manner that instills public trust and accomplishes the organization's mission.

Learning Objectives:

Knowledge of and ability to manage and plan the organization's resource needs and execute strategies to maximize these resources.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4				X	X

Skill Topics:
- Understanding organizational operations
- Business processes
- Financial management

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

18	Competency: Building Coalition/Communication	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Organizational dynamics
To explain, advocate, and express facts and ideas in a convincing manner and to negotiate with individuals and groups internally and externally. To be able to develop an expansive professional network with other organizations and to identify the internal and external politics that impact the work of the organization.	Knowledge of and ability to engage the organization's operating units, represent the organization to external constituents, and build coalitions with external constituents.	0 1 2 3 4	0 1 2 3 4				X	X	- Communication - Team building

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

19	Competency: KM Program/Project Management		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:		Current	Required	E	I	J	S	Ex	- Human factors
To provide program/project planning and budgeting, fiscal management, financial analysis and reporting, and schedule/conflict management of DON KM program.	Knowledge of and ability to manage KM programs/projects in various sizes, implement goals and realize benefits.		0 1 2 3 4	0 1 2 3 4			X	X	X	- Group psychology/group dynamics - Organizational dynamics - Conflict management/team building - Web based systems - Cognitive science - Distributed computing - Network security

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   -   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

20	Competency: Knowledge Life Cycle Management		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:		Current	Required	E	I	J	S	Ex	- Information management - Content management - Computer products and services analysis
To ensure that an organization's knowledge is appropriate and sufficient.	Knowledge of and ability to analyze knowledge to determine when knowledge should be refreshed, archived, or destroyed.		0 1 2 3 4	0 1 2 3 4				X	X	

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

21	Competency: **Knowledge Mapping**	Proficiency:		Level:	Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- Intellectual Capital

Strategic Value:

To structure and manage an organization's knowledge directly and serve as visual directories to other more detailed sources of client knowledge.

Learning Objectives:

Knowledge of and ability to provide the organization with a picture of the specific knowledge it requires in order to support its business processes.

Current: 0 1 2 3 4   **Required:** 0 1 2 3 4

Level: E — I [X] J [X] S [X] Ex —

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Information Management

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Chief Knowledge Officer (CKO)

22	Competency: **Knowledge Transfer**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Intellectual Capital
To ensure critical organizational knowledge is identified and made explicit.	Knowledge of and ability to work with individuals and organizational leadership to identify organizational knowledge and their repositories, and to synthesize knowledge.	0 1 2 3 4	0 1 2 3 4	X	X	X	X		- Individual Human Capital, Social Capital and Enterprise Capital - Knowledge acquisition, production, transfer, brokering

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

1	Competency: **Architecture**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics
To provide secure information systems that are efficient, effective, interoperable, scalable, reliable, integrated and affordable.	Understanding the operational, systems and technical views of the architecture framework endorsed by DoD, and their application in computer and information systems components.	0 1 2 3 4	0 1 2 3 4		X	X	X	X	- OMB Memo M-97-16 - C4ISR architecture framework - Process modeling - Data interchange services - Computer systems architecture - System design, including hardware components and configuration - Database management - Distributed processing - Operating Systems - Networks - Systems software - Technical Standards--their role and specific standards in use and adopted by DoD and DON - Cryptographic equipment and systems - DoD Security Architecture (MSL)

Developmental Opportunities:

Learning:
- Information Resources Management College, Managing Information Architectures and Infrastructures (all)
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

2	Competency: **Knowledge Base Development**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Requirements definition
To provide a critical knowledge base repository for decision makers.	Knowledge of and ability to collect critical knowledge from subject matter experts and incorporate it into a structured database application.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Functional specification - Cognitive psychology - Interviewing - Database design - Systems engineering - Intelligent agents - Decision aids - Metadata - Object Oriented Programming

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

3	Competency: Electronic Commerce/Electronic Data Interchange		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics
To conduct business in an integrated and automated paperless information environment.	Knowledge of and ability to develop and apply electronic commerce tools and electronic data interchange policy, practices, standards, and procedures.	0 1 2 3 4	0 1 2 3 4				X	X	- Electronic mail - Electronic bulletin board systems - Electronic funds transfer - Business Process Evaluation/Reengineering - Economic/Cost benefit analysis - Project planning/development - Enterprise integration/implementation - EC/EDI Standards coordination/development support - Training and awareness

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

4	Competency: **Content Integration**		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Information management
To provide the organization a consolidated library of knowledge available to transport across different media.	Knowledge of and ability to synthesize organizational knowledge in a manner that allows for organization-wide access.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Resource management - Computer products and services analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

5	Competency: **Learning Environment Management**	Proficiency:		Level:	Skill Topics:

| *Strategic Value:*

To encourage innovation and creativity in the workplace. | Learning Objectives:

Knowledge of and ability to encourage innovations, build a work environment and design training methods conducive to continuous learning and sharing knowledge. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E I J S Ex

          X X X | - Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Information management |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

6	Competency: **Knowledge Sharing/Reuse**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Relationship building
To encourage sharing and reuse of knowledge and best practices and preserve organizational knowledge beyond attrition.	Knowledge of and ability to encourage and facilitate sharing knowledge, such as developing and implementing various approaches for providing incentives for sharing best practices and utilizing IT tools that facilitate sharing and preserving knowledge.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Facilitation - Group dynamics - Groupware and collaboration tools - Communication - Critical thinking - Social networks

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

7	Competency: **Performance Metrics**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Activity-based costing
To identify qualitative and quantitative measures of effectiveness in support of DON IM/IT programs.	Knowledge of and ability to apply the tools, methodologies, and procedures to measure or evaluate enterprise IM/IT performance.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Earned value management - Outcomes-based performance management/Benefits realization - Balanced Scorecard concept - Malcomb Baldrige Performance Excellence Criteria - Productivity enhancement

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency - Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

8	Competency: KM Concept/Strategy	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Intellectual Capital
To use Knowledge Management as strategy to improve productivity as a learning organization.	Knowledge of and ability to understand the KM concept and how to insert it into the business strategy development in order to realize the benefits of KM.	0 1 2 3 4	0 1 2 3 4		X	X	X	X	- Individual Human Capital, Social Capital and Enterprise Capital - Knowledge acquisition, production, transfer, brokering - Knowledge supply chain - KM process - KM tools - Impacts of KM on business

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____   -   _____   =   _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

9	Competency: **Policy/Strategic Plan Development and Implementation**	Proficiency:		Level:						Skill Topics:

Strategic Value:

To develop and assist in the implementation of departmental policy and strategic plans regarding DON, DoD and Federal Government legislative mandates (i.e., Congressional Directives, Executive Orders, and policies relating to information systems communications).

Learning Objectives:

Knowledge of and ability to apply information technology concepts, principles, practices, procedures, policies, standards and operational requirements both internal and external to the DON (e.g., at the Joint Staff level) necessary to

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4				X	X

Skill Topics:
- Commercial, Federal and Military standards
- Operational procedures
- Operational doctrine
- C4I issues
- Policy directives
- Policy development
- Interoperability deficiencies
- Migration/integration initiatives
- DoD security
- Strategic Planning

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

10	Competency: KM Cultural Transformation	Proficiency:		Level:						Skill Topics:

| Strategic Value:

To promote cultural transformation to accept knowledge sharing as power. | Learning Objectives:

Knowledge of and ability to facilitate cultural changes from "knowledge is power" to "knowledge sharing is power" using various tools and techniques. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E | I | J

X | S

X | Ex

X | - Facilitation
- Team building
- Sociology of knowledge
- Collaboration tools
- Group dynamics
- Incentives and rewards
- Concept of organizational learning
- Training and awareness |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

11	Competency: **Information Resource Management**	Proficiency:		Level:						Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics

Strategic Value:

To ensure organization information resources are a strategic asset that will provide the backbone of DON information needs by utilizing information resource assets in the most advantageous manner.

Learning Objectives:

Knowledge of and ability to manage information, information systems and related resources according to Federal laws and DoD, DON regulations.

Proficiency:

Current: 0 1 2 3 4

Required: 0 1 2 3 4

Level:

E | I | J | S | Ex

| | | X | X | X

Skill Topics:

- Information management
- Information systems management
- Resource management
- Project, program, contract and life-cycle management
- Information resource management regulations, policies and procedures
- Computer products and services analysis
- Cost-benefit/economic analysis
- Life-cycle cost analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

12	Competency: **Enterprise Resource Planning**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Visioning - Requirements analysis - Feasibility studies - Life-cycle cost estimates - Commercial vendor assessments - Finance strategies - ERP software evaluation and procurement - Plan and implementation of ERP software usage - IV&V - Outcome-based performance measurement
To enable organizations to unify disparate enterprise information systems (e.g., financial, human resources, supply chain management) into one comprehensive application.	Knowledge of and ability to enable communication between multiple enterprise applications and platforms.	0 1 2 3 4	0 1 2 3 4			X	X	X	

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

13	Competency: KM Ethical and Legal Issues	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Relevant laws and regulations - Privacy Issues - Security Issues - Ethics in teamwork
To conduct business in compliance with law and DON ethics.	Knowledge of and ability to take actions in compliance with laws and regulations that are relevant to KM efforts and to consider ethical issues whenever appropriate.	0 1 2 3 4	0 1 2 3 4		X	X	X	X	

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

14	Competency: **Business Process Reengineering**		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:		Current	Required	E	I	J	S	Ex	- Economic analysis principles

Strategic Value:

To ensure the organization's methods and processes support enterprise IM/IT requirements, both cost and technical.

Learning Objectives:

Knowledge of and ability to apply analytical methods and procedures to review and assess IM/IT processes and procedures to support the development and enhancement of administrative processes, procedures and organizations.

Current: 0 1 2 3 4   Required: 0 1 2 3 4

Level: E I J **S** **Ex** — X X X

Skill Topics:
- Economic analysis principles
- Activity-based costing
- DoD and DON budget and procurement processes
- BPR methodologies, metrics, tools and techniques
- Automated information systems for specific computer projects
- Plan and budgetary document development to support requirements

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)
- DoD BPR Certificate Program (all)
- Information Resources Management College, Reengineering Organizational Processes (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

| 15 | Competency: Facilitation and Arbitration | Proficiency: | | Level: | | | | | | Skill Topics: |

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics

Strategic Value:

To build effective communities of practice to share knowledge and encourage innovation.

Learning Objectives:

Knowledge of and ability to work with disparate groups of people and build a single team vision, goals and objectives and to build strong communities of practice.

Proficiency:

Current	Required
0 1 2 3 4	0 1 2 3 4

Level:

E	I	J	S	Ex
		X	X	X

Skill Topics:
- Negotiating
- Counseling
- Group dynamics
- Situational leadership
- Organizational behavior

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

| Required Proficiency | - | Current Proficiency | = | Gap |

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

16	Competency: **Systems Thinking**	Proficiency:		Level:					Skill Topics:

Strategic Value:

To build a learning organization by developing the capacity for putting pieces together and seeing the whole.

Learning Objectives:

Knowledge of and ability to create structural explanations for why things happen, to apply system archetypes to business situations, and to plan and evaluate actions to improve performance.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4		X	X	X	X

Skill Topics:
- Scoping
- Setting expectations
- Data collection and generation
- Making systemic sense of data
- Building shared understanding & commitment
- Identifying intervention
- Follow through

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)
- DON Systems Thinking Computer-based Training (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency	-	Current Proficiency	=	Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management
Job Role: Knowledge Manager (KM)

17	Competency: **Communities of Practice**	Proficiency:		Level:	Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- Human factors- Group psychology/group dynamics- Organizational dynamics- Conflict management/team building- Web based systems- Cognitive science- Distributed computing- Network security
To facilitate communication among members of a community and share knowledge.	Knowledge of and ability to facilitate interaction among team members and develop processes to foster real-time collaboration across distributed organizations.	0 1 2 3 4	0 1 2 3 4	X X	

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

18	Competency: KM Program/Project Management		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics:
To provide program/project planning and budgeting, fiscal management, financial analysis and reporting, and schedule/conflict management of DON KM program.	Knowledge of and ability to manage KM programs/projects in various sizes, implement goals and realize benefits.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Human factors - Group psychology/group dynamics - Organizational dynamics - Conflict management/team building - Web based systems - Cognitive science - Distributed computing - Network security

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

$$\underline{\hspace{2cm}} - \underline{\hspace{2cm}} = \underline{\hspace{2cm}}$$

Required Proficiency	-	Current Proficiency	=	Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

19	Competency: **Cognitive and Decision Science**		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:		Current	Required	E	I	J	S	Ex	- Group psychology
To promote organizational learning and innovation.	Knowledge of and ability to understand basis of human decision making and thinking, and to develop processes for knowledge collection, organization, sharing and dissemination.		0 1 2 3 4	0 1 2 3 4		X	X	X		- Database design - Decision theory - Systems engineering - Human factors - Object Oriented Programming - Artificial intelligence - Decision aids

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

20	Competency: **Leading People**		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:		Current	Required	E	I	J	S	Ex	- Policy directives

Strategic Value:

To design and implement strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision and goals.

Learning Objectives:

Knowledge of and ability to inspire and motivate others toward goal accomplishment; to empower people, promote quality through effective use of performance management systems, foster team spirit, trust and pride.

Current: 0 1 2 3 4   Required: 0 1 2 3 4   Level: S X   Ex X

Skill Topics:
- Policy directives
- Policy development
- Strategic planning
- Performance management
- Quality management
- Team building
- Understanding of cultural diversity
- Coaching/mentoring
- Conflict resolution
- Negotiation/labor union relationship

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

21	Competency: **Business Acumen**		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics:

Strategic Value:

To aid the organization with maximizing its human, financial, material and information resources in a manner that instills public trust and accomplishes the organization's mission.

Learning Objectives:

Knowledge of and ability to manage and plan the organization's resource needs and execute strategies to maximize these resources.

Current: 0 1 2 3 4   Required: 0 1 2 3 4

Level: E I J S Ex → S: X Ex: X (X X X)

Skill Topics:
- Understanding organizational operations
- Business processes
- Financial management

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

22	Competency: Building Coalition/Communication	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Organizational dynamics - Communication - Team building
To explain, advocate, and express facts and ideas in a convincing manner and to negotiate with individuals and groups internally and externally. To be able to develop an expansive professional network with other organizations and to identify the internal and external politics that impact the work of the organization.	Knowledge of and ability to engage the organization's operating units, represent the organization to external constituents, and build coalitions with external constituents.	0 1 2 3 4	0 1 2 3 4				X	X	

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

23	Competency: **Knowledge Life Cycle Management**		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics

Strategic Value:

To ensure that an organization's knowledge is appropriate and sufficient.

Learning Objectives:

Knowledge of and ability to analyze knowledge to determine when knowledge should be refreshed, archived, or destroyed.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4				X	X

Skill Topics:
- Information management
- Content management
- Computer products and services analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

24	Competency: **Knowledge Mapping**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Intellectual Capital
To structure and manage an organization's knowledge directly and serve as visual directories to other more detailed sources of client knowledge.	Knowledge of and ability to provide the organization with a picture of the specific knowledge it requires in order to support its business processes.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Individual Human Capital, Social Capital and Enterprise Capital - Knowledge acquisition, production, transfer, brokering - Information Management

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   - Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Manager (KM)

25	Competency: **Knowledge Transfer**	Proficiency:		Level:					Skill Topics:

Strategic Value:

To ensure critical organizational knowledge is identified and made explicit.

Learning Objectives:

Knowledge of and ability to work with individuals and organizational leadership to identify organizational knowledge and their repositories, and to synthesize knowledge.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4	X	X	X	X	

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

1	Competency: **Systems Integration**	Proficiency:		Level:					Skill Topics:

	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Integration methods, tools and metrics
Strategic Value:	Knowledge of and ability to integrate large information systems.	0 1 2 3 4	0 1 2 3 4				X	X	- System interoperability
To manage the integration of subsystems into a system.									- Software portability
									- Software scalability
									- System security
									- System testing
									- DoD and DON Enterprise migration strategies
									- Specifications and uses of embedded computers

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

2	Competency: **Information Systems/Network Security**		Proficiency:		Level:					Skill Topics:

| *Strategic Value:*

 To protect and restore the security of information systems and network services and capabilities; identify and eliminate information systems vulnerabilities to inadvertent disclosure, modification, destruction, or denial of service. | Learning Objectives:

 Knowledge of and ability to develop, evaluate, coordinate and disseminate security tools and procedures. | Current

 0 1 2 3 4 | Required

 0 1 2 3 4 | E I J S Ex

 X X X | - Information systems
 - Information systems modeling methods
 - Capacity planning
 - Migration strategy development
 - Customer information system planning, design and modification assistance
 - Change management and control processes
 - Development and maintenance tools
 - Release package planning and status accounting
 - Documentation audits and reviews
 - Asset management tools
 - Configuration management history
 - Human factors practices and guidelines
 - Network security issues
 - Network performance monitoring
 - Cryptography |
| | Developmental Opportunities:

 Learning:
 - NETg Technical Training Courses

 Work-based:
 - Serve as an Information System Security Officer (ISSO) or assist the ISSO (J)
 - Analyze security software, hardware support tools (I)
 - Conduct or assist in system risk assessments (I, J)
 - Conduct system vulnerability tests (J)
 - Partnering with Industry (all) | Gap Assessment:

 _____ - _____ = _____

 Required   Current   Gap
 Proficiency Proficiency

 Gap Mitigation Strategy: | | | |

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

3	Competency: **Architecture**		Proficiency:		Level:					Skill Topics:

| *Strategic Value:*

 To provide secure information systems that are efficient, effective, interoperable, scalable, reliable, integrated and affordable. | Learning Objectives:

 Understanding the operational, systems and technical views of the architecture framework endorsed by DoD, and their application in computer and information systems components. | Current

 0 1 2 3 4 | Required

 0 1 2 3 4 | E | I
 X | J
 X | S
 X | Ex | - OMB Memo M-97-16
 - C4ISR architecture framework
 - Process modeling
 - Data interchange services
 - Computer systems architecture
 - System design, including hardware components and configuration
 - Database management
 - Distributed processing
 - Operating Systems
 - Networks
 - Systems software
 - Technical Standards--their role and specific standards in use and adopted by DoD and DON
 - Cryptographic equipment and systems
 - DoD Security Architecture (MSL) |

Developmental Opportunities:

Learning:
- Information Resources Management College, Managing Information Architectures and Infrastructures (all)
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

4	Competency: **Web Development for KM**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- DoD policies and guidelines for web development
To ensure that Internet/Intranet websites and portals meet requirements, are maintainable, on schedule and within cost.	Knowledge of and ability to apply emerging web design methodologies and technologies for developing KM products and systems.	0 1 2 3 4	0 1 2 3 4	X	X	X	X		- Website design and structure - Management of internal and external websites - Monitoring website functionality and security - Collection and analysis of website statistics - Testing, troubleshooting and resolving web problems - Evaluating web applications - Network architecture and software - Object oriented technology

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   -   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

5	Competency: **Knowledge Base Development**	Proficiency:		Level:	Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- Requirements definition
To provide a critical knowledge base repository for decision makers.	Knowledge of and ability to collect critical knowledge from subject matter experts and incorporate it into a structured database application.	0 1 2 3 4	0 1 2 3 4	X X X	- Functional specification - Cognitive psychology - Interviewing - Database design - Systems engineering - Intelligent agents - Decision aids - Metadata - Object Oriented Programming

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

6	Competency: **Software Development**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- DoD policies and guidelines
To ensure that software being developed meets requirements, is maintainable, on schedule and within cost.	Knowledge of and ability to apply traditional and emerging design methodologies and programming services for developing software products and systems.	0 1 2 3 4	0 1 2 3 4	X	X	X	X		- Database architecture and DBMS - Configuration management - Network architecture and software - Open systems and standards - CASE methodology and tools - Operating systems - Programming languages and coding - Object-oriented technology - Software testing - Quality assurance - Business Process Reengineering - Software reuse - Software metrics

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   Gap
Proficiency   -   Proficiency   =

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

7	Competency: Electronic Commerce/Electronic Data Interchange	Proficiency:		Level:					Skill Topics:

Strategic Value:

To conduct business in an integrated and automated paperless information environment.

Learning Objectives:

Knowledge of and ability to develop and apply electronic commerce tools and electronic data interchange policy, practices, standards, and procedures.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4		X	X	X	

Skill Topics:
- Electronic mail
- Electronic bulletin board systems
- Electronic funds transfer
- Business Process Evaluation/Reengineering
- Economic/Cost benefit analysis
- Project planning/development
- Enterprise integration/implementation
- EC/EDI Standards coordination/development support
- Training and awareness

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   - Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

8	Competency: **Content Integration**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Information management
To provide the organization a consolidated library of knowledge available to transport across different media.	Knowledge of and ability to synthesize organizational knowledge in a manner that allows for organization-wide access.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Resource management - Computer products and services analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

9	Competency: Learning Environment Management	Proficiency:		Level:					Skill Topics:

| Strategic Value:

To encourage innovation and creativity in the workplace. | Learning Objectives:

Knowledge of and ability to encourage innovations, build a work environment and design training methods conducive to continuous learning and sharing knowledge. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E | I | J | S

X | Ex

X | - Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Information management |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

10	Competency: **Social Network Analysis**	Proficiency:	Level:	Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	Skill Topics:
To ensure the value of social networks is realized in the KM system.	Knowledge of and ability to analyze, map and alter social networks to be included in the design of KM systems to improve knowledge performance.	0 1 2 3 4	0 1 2 3 4	X X X X	- Organizational dynamics - Interviewing - Human factors - Communication networks - Understanding of social interactions group - Social structure - Human behavior analysis - Socigrams - Organizational and cultural factors of knowledge - Knowledge sharing processes - Communities of practice

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

11	Competency: KM Concept/Strategy	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Intellectual Capital

Strategic Value:

To use Knowledge Management as strategy to improve productivity as a learning organization.

Learning Objectives:

Knowledge of and ability to understand the KM concept and how to insert it into the business strategy development in order to realize the benefits of KM.

Current: 0 1 2 3 4   Required: 0 1 2 3 4

Level: E [X] I [X] J [X] S [X] Ex [X]

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Knowledge supply chain
- KM process
- KM tools
- Impacts of KM on business

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

12	Competency: **Business Process Reengineering**		Proficiency:		Level:					Skill Topics:

| *Strategic Value:*

To ensure the organization's methods and processes support enterprise IM/IT requirements, both cost and technical. | Learning Objectives:

Knowledge of and ability to apply analytical methods and procedures to review and assess IM/IT processes and procedures to support the development and enhancement of administrative processes, procedures and organizations. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E | I | J | S

X | Ex

X X | - Economic analysis principles
- Activity-based costing
- DoD and DON budget and procurement processes
- BPR methodologies, metrics, tools and techniques
- Automated information systems for specific computer projects
- Plan and budgetary document development to support requirements |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)
- DoD BPR Certificate Program (all)
- Information Resources Management College, Reengineering Organizational Processes (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

| 13 | Competency: **Systems Thinking** | Proficiency: | | Level: | | | | | | Skill Topics: |

Strategic Value:

To build a learning organization by developing the capacity for putting pieces together and seeing the whole.

Learning Objectives:

Knowledge of and ability to create structural explanations for why things happen, to apply system archetypes to business situations, and to plan and evaluate actions to improve performance.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4	X	X	X	X	X

Skill Topics:

- Scoping
- Setting expectations
- Data collection and generation
- Making systemic sense of data
- Building shared understanding & commitment
- Identifying intervention
- Follow through

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)
- DON Systems Thinking Computer-based Training (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

14	Competency: **Cognitive and Decision Science**		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:		Current	Required	E	I	J	S	Ex	
To promote organizational learning and innovation.	Knowledge of and ability to understand basis of human decision making and thinking, and to develop processes for knowledge collection, organization, sharing and dissemination.		0 1 2 3 4	0 1 2 3 4		X	X	X		- Group psychology - Database design - Decision theory - Systems engineering - Human factors - Object Oriented Programming - Artificial intelligence - Decision aids

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____   -   _____   =   _____

Required   Current   Gap
Proficiency   -   Proficiency   =

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Systems Engineer (KSE)

15	Competency: **Building Coalition/Communication**	Proficiency:		Level:	Skill Topics:

Strategic Value:

To explain, advocate, and express facts and ideas in a convincing manner and to negotiate with individuals and groups internally and externally. To be able to develop an expansive professional network with other organizations and to identify the internal and external politics that impact the work of the organization.

Learning Objectives:

Knowledge of and ability to engage the organization's operating units, represent the organization to external constituents, and build coalitions with external constituents.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4				X	X

Skill Topics:
- Organizational dynamics
- Communication
- Team building

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Process Manager (KPM)

1	Competency: **Knowledge Transfer**	Proficiency:		Level:					Skill Topics:

		Current	Required	E	I	J	S	Ex	

Strategic Value:

To ensure critical organizational knowledge is identified and made explicit.

Learning Objectives:

Knowledge of and ability to work with individuals and organizational leadership to identify organizational knowledge and their repositories, and to synthesize knowledge.

Current: 0 1 2 3 4   Required: 0 1 2 3 4   E: X I: X J: X S: X

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Process Manager (KPM)

2	Competency: **Content Integration**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Information management
To provide the organization a consolidated library of knowledge available to transport across different media.	Knowledge of and ability to synthesize organizational knowledge in a manner that allows for organization-wide access.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Resource management - Computer products and services analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Process Manager (KPM)

3	Competency: **Knowledge Life Cycle Management**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Information management
To ensure that an organization's knowledge is appropriate and sufficient.	Knowledge of and ability to analyze knowledge to determine when knowledge should be refreshed, archived, or destroyed.	0 1 2 3 4	0 1 2 3 4				X	X	- Content management - Computer products and services analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Process Manager (KPM)

4	Competency: **Knowledge Mapping**	Proficiency:		Level:		Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- Intellectual Capital

Strategic Value:

To structure and manage an organization's knowledge directly and serve as visual directories to other more detailed sources of client knowledge.

Learning Objectives:

Knowledge of and ability to provide the organization with a picture of the specific knowledge it requires in order to support its business processes.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4		X	X	X	

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Information Management

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Process Manager (KPM)

5	Competency: **Learning Environment Management**	Proficiency:		Level:	Skill Topics:

| *Strategic Value:*

To encourage innovation and creativity in the workplace. | Learning Objectives:

Knowledge of and ability to encourage innovations, build a work environment and design training methods conducive to continuous learning and sharing knowledge. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E I J S Ex

X X | - Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Information management |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency -   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Process Manager (KPM)

6	Competency: **Knowledge Sharing/Reuse**	Proficiency:		Level:					Skill Topics:

| *Strategic Value:*

To encourage sharing and reuse of knowledge and best practices and preserve organizational knowledge beyond attrition. | Learning Objectives:

Knowledge of and ability to encourage and facilitate sharing knowledge, such as developing and implementing various approaches for providing incentives for sharing best practices and utilizing IT tools that facilitate sharing and preserving knowledge. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E | I
X | J
X | S
X | Ex | - Relationship building
- Facilitation
- Group dynamics
- Groupware and collaboration tools
- Communication
- Critical thinking
- Social networks |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

$$\underline{\hspace{2cm}} - \underline{\hspace{2cm}} = \underline{\hspace{2cm}}$$

Required Proficiency	-	Current Proficiency	=	Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Process Manager (KPM)

7	Competency: **Social Network Analysis**	Proficiency:		Level:	Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- Organizational dynamics
To ensure the value of social networks is realized in the KM system.	Knowledge of and ability to analyze, map and alter social networks to be included in the design of KM systems to improve knowledge performance.	0 1 2 3 4	0 1 2 3 4	X X X X	- Interviewing - Human factors - Communication networks - Understanding of social interactions group - Social structure - Human behavior analysis - Socigrams - Organizational and cultural factors of knowledge - Knowledge sharing processes - Communities of practice

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Process Manager (KPM)

8	Competency: **KM Concept/Strategy**	Proficiency:		Level:		Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- Intellectual Capital

Strategic Value:

To use Knowledge Management as strategy to improve productivity as a learning organization.

Learning Objectives:

Knowledge of and ability to understand the KM concept and how to insert it into the business strategy development in order to realize the benefits of KM.

Current: 0 1 2 3 4

Required: 0 1 2 3 4

E: X   I: X   J: X   S: X   Ex: X

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Knowledge supply chain
- KM process
- KM tools
- Impacts of KM on business

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency   -   Current Proficiency   =   Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Process Manager (KPM)

9	Competency: KM Cultural Transformation	Proficiency:		Level:		Skill Topics:

| Strategic Value:

To promote cultural transformation to accept knowledge sharing as power. | **Learning Objectives:**

Knowledge of and ability to facilitate cultural changes from "knowledge is power" to "knowledge sharing is power" using various tools and techniques. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E I J S Ex

X X | - Facilitation
- Team building
- Sociology of knowledge
- Collaboration tools
- Group dynamics
- Incentives and rewards
- Concept of organizational learning
- Training and awareness |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency - Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Process Manager (KPM)

10	Competency: Systems Thinking	Proficiency:		Level:	Skill Topics:

Strategic Value:

To build a learning organization by developing the capacity for putting pieces together and seeing the whole.

Learning Objectives:

Knowledge of and ability to create structural explanations for why things happen, to apply system archetypes to business situations, and to plan and evaluate actions to improve performance.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4	X	X	X	X	X

Skill Topics:
- Scoping
- Setting expectations
- Data collection and generation
- Making systemic sense of data
- Building shared understanding & commitment
- Identifying intervention
- Follow through

Developmental Opportunities:

Developmental Opportunities:
Learning:
- Certification in KM (government, DON, academic) (S, Ex)
- DON Systems Thinking Computer-based Training (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Process Manager (KPM)

11	Competency: **KM Program/Project Management**		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Program management
To provide program/project planning and budgeting, fiscal management, financial analysis and reporting, and schedule/conflict management of DON KM program.	Knowledge of and ability to manage KM programs/projects in various sizes, implement goals and realize benefits.	0 1 2 3 4	0 1 2 3 4				X	X	- Project planning/development - Conflict management - Business Process Evaluation/Reengineering - Economic/Cost benefit analysis - Schedule and resource management - Enterprise integration/implementation - Community of practice support - Training and awareness

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency	-	Current Proficiency	=	Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Transfer Engineer (KTE)

1	Competency: **Knowledge Transfer**		Proficiency:		Level:				Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- Intellectual Capital

To ensure critical organizational knowledge is identified and made explicit.

Learning Objectives:

Knowledge of and ability to work with individuals and organizational leadership to identify organizational knowledge and their repositories, and to synthesize knowledge.

Current: 0 1 2 3 4   Required: 0 1 2 3 4

Level: X X X X

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Transfer Engineer (KTE)

2	Competency: **Content Integration**	Proficiency:		Level:					Skill Topics:

Strategic Value:

To provide the organization a consolidated library of knowledge available to transport across different media.

Learning Objectives:

Knowledge of and ability to synthesize organizational knowledge in a manner that allows for organization-wide access.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4		X	X	X	

Skill Topics:

- Information management
- Resource management
- Computer products and services analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency   -   Current Proficiency   =   Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Transfer Engineer (KTE)

3	Competency: **Knowledge Mapping**	Proficiency:		Level:					Skill Topics:

Strategic Value:

To structure and manage an organization's knowledge directly and serve as visual directories to other more detailed sources of client knowledge.

Learning Objectives:

Knowledge of and ability to provide the organization with a picture of the specific knowledge it requires in order to support its business processes.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4		X	X	X	

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Information Management

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Transfer Engineer (KTE)

4	Competency: **Knowledge Sharing/Reuse**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Relationship building - Facilitation - Group dynamics - Groupware and collaboration tools - Communication - Critical thinking - Social networks
To encourage sharing and reuse of knowledge and best practices and preserve organizational knowledge beyond attrition.	Knowledge of and ability to encourage and facilitate sharing knowledge, such as developing and implementing various approaches for providing incentives for sharing best practices and utilizing IT tools that facilitate sharing and preserving knowledge.	0 1 2 3 4	0 1 2 3 4		X	X	X		

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Transfer Engineer (KTE)

5	Competency: **Social Network Analysis**	Proficiency:		Level:	Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	Skill Topics:
To ensure the value of social networks is realized in the KM system.	Knowledge of and ability to analyze, map and alter social networks to be included in the design of KM systems to improve knowledge performance.	0 1 2 3 4	0 1 2 3 4	X X X X	- Organizational dynamics - Interviewing - Human factors - Communication networks - Understanding of social interactions group - Social structure - Human behavior analysis - Socigrams - Organizational and cultural factors of knowledge - Knowledge sharing processes - Communities of practice

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Transfer Engineer (KTE)

6	Competency: **KM Concept/Strategy**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Intellectual Capital - Individual Human Capital, Social Capital and Enterprise Capital - Knowledge acquisition, production, transfer, brokering - Knowledge supply chain - KM process - KM tools - Impacts of KM on business
To use Knowledge Management as strategy to improve productivity as a learning organization.	Knowledge of and ability to understand the KM concept and how to insert it into the business strategy development in order to realize the benefits of KM.	0 1 2 3 4	0 1 2 3 4	X	X	X	X		

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency — Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Transfer Engineer (KTE)

7	Competency: KM Cultural Transformation	Proficiency:		Level:						Skill Topics:

Strategic Value:

To promote cultural transformation to accept knowledge sharing as power.

Learning Objectives:

Knowledge of and ability to facilitate cultural changes from "knowledge is power" to "knowledge sharing is power" using various tools and techniques.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4				X	X

Skill Topics:
- Facilitation
- Team building
- Sociology of knowledge
- Collaboration tools
- Group dynamics
- Incentives and rewards
- Concept of organizational learning
- Training and awareness

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency	-	Current Proficiency	=	Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Transfer Engineer (KTE)

8	Competency: **Systems Thinking**	Proficiency:		Level:					Skill Topics:

Strategic Value:

To build a learning organization by developing the capacity for putting pieces together and seeing the whole.

Learning Objectives:

Knowledge of and ability to create structural explanations for why things happen, to apply system archetypes to business situations, and to plan and evaluate actions to improve performance.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4	X	X	X	X	

Skill Topics:
- Scoping
- Setting expectations
- Data collection and generation
- Making systemic sense of data
- Building shared understanding & commitment
- Identifying intervention
- Follow through

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)
- DON Systems Thinking Computer-based Training (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Transfer Engineer (KTE)

9	Competency: **Communities of Practice**	Proficiency:		Level:						Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Human factors
To facilitate communication among members of a community and share knowledge.	Knowledge of and ability to facilitate interaction among team members and develop processes to foster real-time collaboration across distributed organizations.	0 1 2 3 4	0 1 2 3 4				X	X	- Group psychology/group dynamics - Organizational dynamics - Conflict management/team building - Web based systems - Cognitive science - Distributed computing - Network security

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Research Engineer (KRE)

1	Competency: **Content Integration**		Proficiency:		Level:					Skill Topics:

		Current	Required	E	I	J	S	Ex	Skill Topics

Strategic Value:

To provide the organization a consolidated library of knowledge available to transport across different media.

Learning Objectives:

Knowledge of and ability to synthesize organizational knowledge in a manner that allows for organization-wide access.

Current: 0 1 2 3 4   Required: 0 1 2 3 4

Level: I (X), J (X), S (X)

Skill Topics:
- Information management
- Resource management
- Computer products and services analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Research Engineer (KRE)

2	Competency: **Knowledge Life Cycle Management**	Proficiency:		Level:	Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- Information management
To ensure that an organization's knowledge is appropriate and sufficient.	Knowledge of and ability to analyze knowledge to determine when knowledge should be refreshed, archived, or destroyed.	0 1 2 3 4	0 1 2 3 4	X X	- Content management - Computer products and services analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   - Current   = Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Research Engineer (KRE)

3	Competency: **Knowledge Mapping**	Proficiency:		Level:					Skill Topics:

Strategic Value:

To structure and manage an organization's knowledge directly and serve as visual directories to other more detailed sources of client knowledge.

Learning Objectives:

Knowledge of and ability to provide the organization with a picture of the specific knowledge it requires in order to support its business processes.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4		X	X	X	

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Information Management

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   -   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Research Engineer (KRE)

4	Competency: **Knowledge Sharing/Reuse**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Relationship building
To encourage sharing and reuse of knowledge and best practices and preserve organizational knowledge beyond attrition.	Knowledge of and ability to encourage and facilitate sharing knowledge, such as developing and implementing various approaches for providing incentives for sharing best practices and utilizing IT tools that facilitate sharing and preserving knowledge.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Facilitation - Group dynamics - Groupware and collaboration tools - Communication - Critical thinking - Social networks

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Research Engineer (KRE)

5	Competency: **Social Network Analysis**	Proficiency:		Level:				Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- Organizational dynamics
To ensure the value of social networks is realized in the KM system.	Knowledge of and ability to analyze, map and alter social networks to be included in the design of KM systems to improve knowledge performance.	0 1 2 3 4	0 1 2 3 4	X X X X	- Interviewing - Human factors - Communication networks - Understanding of social interactions group - Social structure - Human behavior analysis - Sociograms - Organizational and cultural factors of knowledge - Knowledge sharing processes - Communities of practice

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Research Engineer (KRE)

6	Competency: KM Concept/Strategy	Proficiency:		Level:					Skill Topics:

Strategic Value:

To use Knowledge Management as strategy to improve productivity as a learning organization.

Learning Objectives:	Current	Required	E	I	J	S	Ex
Knowledge of and ability to understand the KM concept and how to insert it into the business strategy development in order to realize the benefits of KM.	0 1 2 3 4	0 1 2 3 4	X	X	X	X	

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Knowledge supply chain
- KM process
- KM tools
- Impacts of KM on business

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   -   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Research Engineer (KRE)

7	Competency: KM Cultural Transformation		Proficiency:		Level:					Skill Topics:

Strategic Value:

To promote cultural transformation to accept knowledge sharing as power.

Learning Objectives:

Knowledge of and ability to facilitate cultural changes from "knowledge is power" to "knowledge sharing is power" using various tools and techniques.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4				X	X

Skill Topics:
- Facilitation
- Team building
- Sociology of knowledge
- Collaboration tools
- Group dynamics
- Incentives and rewards
- Concept of organizational learning
- Training and awareness

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency   -   Current Proficiency   =   Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Research Engineer (KRE)

8	Competency: **Systems Thinking**	Proficiency:		Level:					Skill Topics:

	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Scoping

Strategic Value:

To build a learning organization by developing the capacity for putting pieces together and seeing the whole.

Learning Objectives:

Knowledge of and ability to create structural explanations for why things happen, to apply system archetypes to business situations, and to plan and evaluate actions to improve performance.

Current: 0 1 2 3 4

Required: 0 1 2 3 4

Level: E X | I X | J X | S X | Ex

Skill Topics:
- Scoping
- Setting expectations
- Data collection and generation
- Making systemic sense of data
- Building shared understanding & commitment
- Identifying intervention
- Follow through

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)
- DON Systems Thinking Computer-based Training (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Life Cycle Engineer (KLE)

1 Competency: **Content Integration**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Information management
To provide the organization a consolidated library of knowledge available to transport across different media.	Knowledge of and ability to synthesize organizational knowledge in a manner that allows for organization-wide access.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Resource management - Computer products and services analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency   -   Current Proficiency   =   Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Life Cycle Engineer (KLE)

2	Competency: **Knowledge Life Cycle Management**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Information management
To ensure that an organization's knowledge is appropriate and sufficient.	Knowledge of and ability to analyze knowledge to determine when knowledge should be refreshed, archived, or destroyed.	0 1 2 3 4	0 1 2 3 4				X	X	- Content management - Computer products and services analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

$$\underline{\hspace{3cm}} - \underline{\hspace{3cm}} = \underline{\hspace{2cm}}$$

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Life Cycle Engineer (KLE)

3	Competency: **Knowledge Mapping**	Proficiency:		Level:					Skill Topics:

		Current	Required	E	I	J	S	Ex	

Strategic Value:

To structure and manage an organization's knowledge directly and serve as visual directories to other more detailed sources of client knowledge.

Learning Objectives:

Knowledge of and ability to provide the organization with a picture of the specific knowledge it requires in order to support its business processes.

Current: 0 1 2 3 4   Required: 0 1 2 3 4

Level: I J S → X X X

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Information Management

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Life Cycle Engineer (KLE)

4	Competency: **Knowledge Sharing/Reuse**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Relationship building

Strategic Value:

To encourage sharing and reuse of knowledge and best practices and preserve organizational knowledge beyond attrition.

Learning Objectives:

Knowledge of and ability to encourage and facilitate sharing knowledge, such as developing and implementing various approaches for providing incentives for sharing best practices and utilizing IT tools that facilitate sharing and preserving knowledge.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4		X	X	X	

Skill Topics:
- Relationship building
- Facilitation
- Group dynamics
- Groupware and collaboration tools
- Communication
- Critical thinking
- Social networks

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency	-	Current Proficiency	=	Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Life Cycle Engineer (KLE)

5	Competency: **Social Network Analysis**	Proficiency:		Level:					Skill Topics:

Strategic Value:

To ensure the value of social networks is realized in the KM system.

Learning Objectives:

Knowledge of and ability to analyze, map and alter social networks to be included in the design of KM systems to improve knowledge performance.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4	X	X	X	X	

Skill Topics:
- Organizational dynamics
- Interviewing
- Human factors
- Communication networks
- Understanding of social interactions group
- Social structure
- Human behavior analysis
- Sociograms
- Organizational and cultural factors of knowledge
- Knowledge sharing processes
- Communities of practice

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Life Cycle Engineer (KLE)

6	Competency: **KM Concept/Strategy**	Proficiency:		Level:	Skill Topics:

Strategic Value:

To use Knowledge Management as strategy to improve productivity as a learning organization.

Learning Objectives:

Knowledge of and ability to understand the KM concept and how to insert it into the business strategy development in order to realize the benefits of KM.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4	X	X	X	X	

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Knowledge supply chain
- KM process
- KM tools
- Impacts of KM on business

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency - Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Life Cycle Engineer (KLE)

7	Competency: KM Cultural Transformation	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Facilitation - Team building - Sociology of knowledge - Collaboration tools - Group dynamics - Incentives and rewards - Concept of organizational learning - Training and awareness
To promote cultural transformation to accept knowledge sharing as power.	Knowledge of and ability to facilitate cultural changes from "knowledge is power" to "knowledge sharing is power" using various tools and techniques.	0 1 2 3 4	0 1 2 3 4				X	X	

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   -   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Life Cycle Engineer (KLE)

8	Competency: **Systems Thinking**		Proficiency:		Level:					Skill Topics:

	Learning Objectives:	Current	Required	E	I	J	S	Ex	

Strategic Value:

To build a learning organization by developing the capacity for putting pieces together and seeing the whole.

Learning Objectives:

Knowledge of and ability to create structural explanations for why things happen, to apply system archetypes to business situations, and to plan and evaluate actions to improve performance.

Current: 0 1 2 3 4

Required: 0 1 2 3 4

Level: E [X] I [X] J [X] S [X] Ex [ ]

Skill Topics:
- Scoping
- Setting expectations
- Data collection and generation
- Making systemic sense of data
- Building shared understanding & commitment
- Identifying intervention
- Follow through

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)
- DON Systems Thinking Computer-based Training (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Life Cycle Engineer (KLE)

9	Competency: **Communities of Practice**		Proficiency:		Level:					Skill Topics:

| *Strategic Value:*

 To facilitate communication among members of a community and share knowledge. | Learning Objectives:

 Knowledge of and ability to facilitate interaction among team members and develop processes to foster real-time collaboration across distributed organizations. | Current

 0 1 2 3 4 | Required

 0 1 2 3 4 | E | I | J | S

 X | Ex

 X | - Human factors
 - Group psychology/group dynamics
 - Organizational dynamics
 - Conflict management/team building
 - Web based systems
 - Cognitive science
 - Distributed computing
 - Network security |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency - Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

1	Competency: **Web Development for KM**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- DoD policies and guidelines for web development
To ensure that Internet/Intranet websites and portals meet requirements, are maintainable, on schedule and within cost.	Knowledge of and ability to apply emerging web design methodologies and technologies for developing KM products and systems.	0 1 2 3 4	0 1 2 3 4	X	X	X	X		- Website design and structure - Management of internal and external websites - Monitoring website functionality and security - Collection and analysis of website statistics - Testing, troubleshooting and resolving web problems - Evaluating web applications - Network architecture and software - Object oriented technology

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

$$\underline{\hspace{2cm}} - \underline{\hspace{2cm}} = \underline{\hspace{2cm}}$$

Required   Current   =   Gap
Proficiency   -   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

2	Competency: **Knowledge Transfer**		Proficiency:		Level:					Skill Topics:

Strategic Value: To ensure critical organizational knowledge is identified and made explicit.	Learning Objectives: Knowledge of and ability to work with individuals and organizational leadership to identify organizational knowledge and their repositories, and to synthesize knowledge.									- Intellectual Capital - Individual Human Capital, Social Capital and Enterprise Capital - Knowledge acquisition, production, transfer, brokering
		Current	Required	E	I	J	S	Ex		
		0 1 2 3 4	0 1 2 3 4	X	X	X	X		

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

3	Competency: **Content Integration**	Proficiency:		Level:						Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Information management
To provide the organization a consolidated library of knowledge available to transport across different media.	Knowledge of and ability to synthesize organizational knowledge in a manner that allows for organization-wide access.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Resource management - Computer products and services analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

4	Competency: **Knowledge Life Cycle Management**		Proficiency:		Level:					Skill Topics:

| *Strategic Value:*

To ensure that an organization's knowledge is appropriate and sufficient. | Learning Objectives:

Knowledge of and ability to analyze knowledge to determine when knowledge should be refreshed, archived, or destroyed. | | **Current**
0 1 2 3 4 | **Required**
0 1 2 3 4 | E | I | J

 | S
X | Ex
X | - Information management
- Content management
- Computer products and services analysis |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

5	Competency: **Knowledge Mapping**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Intellectual Capital - Individual Human Capital, Social Capital and Enterprise Capital - Knowledge acquisition, production, transfer, brokering - Information Management
To structure and manage an organization's knowledge directly and serve as visual directories to other more detailed sources of client knowledge.	Knowledge of and ability to provide the organization with a picture of the specific knowledge it requires in order to support its business processes.	0 1 2 3 4	0 1 2 3 4		X	X	X		

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

6	Competency: **Learning Environment Management**	Proficiency:		Level:	Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- Intellectual Capital - Individual Human Capital, Social Capital and Enterprise Capital - Knowledge acquisition, production, transfer, brokering - Information Management
To encourage innovation and creativity in the workplace.	Knowledge of and ability to encourage innovations, build a work environment and design training methods conducive to continuous learning and sharing knowledge.	0 1 2 3 4	0 1 2 3 4	X X	

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

7	Competency: **Knowledge Sharing/Reuse**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Relationship building
To encourage sharing and reuse of knowledge and best practices and preserve organizational knowledge beyond attrition.	Knowledge of and ability to encourage and facilitate sharing knowledge, such as developing and implementing various approaches for providing incentives for sharing best practices and utilizing IT tools that facilitate sharing and preserving knowledge.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Facilitation - Group dynamics - Groupware and collaboration tools - Communication - Critical thinking - Social networks

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency	-	Current Proficiency	=	Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

8	Competency: **Social Network Analysis**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics
To ensure the value of social networks is realized in the KM system.	Knowledge of and ability to analyze, map and alter social networks to be included in the design of KM systems to improve knowledge performance.	0 1 2 3 4	0 1 2 3 4	X	X	X	X		- Organizational dynamics - Interviewing - Human factors - Communication networks - Understanding of social interactions group - Social structure - Human behavior analysis - Socigrams - Organizational and cultural factors of knowledge - Knowledge sharing processes - Communities of practice

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

9	Competency: **Performance Metrics**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Activity-based costing
To identify qualitative and quantitative measures of effectiveness in support of DON IM/IT programs.	Knowledge of and ability to apply the tools, methodologies, and procedures to measure or evaluate enterprise IM/IT performance.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Earned value management - Outcomes-based performance management/Benefits realization - Balanced Scorecard concept - Malcomb Baldrige Performance Excellence Criteria - Productivity enhancement

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

10	Competency: KM Concept/Strategy	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Intellectual Capital

Strategic Value:

To use Knowledge Management as strategy to improve productivity as a learning organization.

Learning Objectives:

Knowledge of and ability to understand the KM concept and how to insert it into the business strategy development in order to realize the benefits of KM.

Proficiency:

Current: 0 1 2 3 4   Required: 0 1 2 3 4

Level: E X   I X   J X   S X   Ex

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Knowledge supply chain
- KM process
- KM tools
- Impacts of KM on business

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

11	Competency: **Business Process Reengineering**	Proficiency:		Level:						Skill Topics:

| Strategic Value:

To ensure the organization's methods and processes support enterprise IM/IT requirements, both cost and technical. | Learning Objectives:

Knowledge of and ability to apply analytical methods and procedures to review and assess IM/IT processes and procedures to support the development and enhancement of administrative processes, procedures and organizations. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E | I | J | S | Ex | - Economic analysis principles
- Activity-based costing
- DoD and DON budget and procurement processes
- BPR methodologies, metrics, tools and techniques
- Automated information systems for specific computer projects
- Plan and budgetary document development to support requirements |

Level markings: X under J, X under S, X under Ex

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)
- DoD BPR Certificate Program (all)
- Information Resources Management College, Reengineering Organizational Processes (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

12	Competency: Facilitation and Arbitration	Proficiency:		Level:					Skill Topics:

Strategic Value: To build effective communities of practice to share knowledge and encourage innovation.	Learning Objectives: Knowledge of and ability to work with disparate groups of people and build a single team vision, goals and objectives and to build strong communities of practice.	Current 0 1 2 3 4	Required 0 1 2 3 4	E	I	J	S	Ex	- Negotiating - Counseling - Group dynamics - Situational leadership - Organizational behavior
						X	X	X	

Level X marks: J, S, Ex

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

13	Competency: **Systems Thinking**	Proficiency:		Level:	Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- Scoping
To build a learning organization by developing the capacity for putting pieces together and seeing the whole.	Knowledge of and ability to create structural explanations for why things happen, to apply system archetypes to business situations, and to plan and evaluate actions to improve performance.	0 1 2 3 4	0 1 2 3 4	X X X X	- Setting expectations - Data collection and generation - Making systemic sense of data - Building shared understanding & commitment - Identifying intervention - Follow through

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)
- DON Systems Thinking Computer-based Training (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

14	Competency: **Communities of Practice**	Proficiency:		Level:	Skill Topics:

Strategic Value:

To facilitate communication among members of a community and share knowledge.

Learning Objectives:

Knowledge of and ability to facilitate interaction among team members and develop processes to foster real-time collaboration across distributed organizations.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4				X	X

Skill Topics:
- Human factors
- Group psychology/group dynamics
- Organizational dynamics
- Conflict management/team building
- Web based systems
- Cognitive science
- Distributed computing
- Network security

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency	-	Current Proficiency	=	Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

15	Competency: **Leading People**		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics:
To design and implement strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision and goals.	Knowledge of and ability to inspire and motivate others toward goal accomplishment; to empower people, promote quality through effective use of performance management systems, foster team spirit, trust and pride.	0 1 2 3 4	0 1 2 3 4				X	X	- Policy directives - Policy development - Strategic planning - Performance management - Quality management - Team building - Understanding of cultural diversity - Coaching/mentoring - Conflict resolution - Negotiation/labor union relationship

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Community Leader (KCL)

16	Competency: **Building Coalition/Communication**	Proficiency:		Level:	Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- Organizational dynamics
To explain, advocate, and express facts and ideas in a convincing manner and to negotiate with individuals and groups internally and externally. To be able to develop an expansive professional network with other organizations and to identify the internal and external politics that impact the work of the organization.	Knowledge of and ability to engage the organization's operating units, represent the organization to external constituents, and build coalitions with external constituents.	0 1 2 3 4	0 1 2 3 4	X X	- Communication - Team building

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   - Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Intellectual Capital Manager (ICM)

1	Competency: **Learning Environment Management**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Intellectual Capital
To encourage innovation and creativity in the workplace.	Knowledge of and ability to encourage innovations, build a work environment and design training methods conducive to continuous learning and sharing knowledge.	0 1 2 3 4	0 1 2 3 4				X	X	- Individual Human Capital, Social Capital and Enterprise Capital - Knowledge acquisition, production, transfer, brokering - Information management

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   -   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Intellectual Capital Manager (ICM)

2	Competency: **Knowledge Sharing/Reuse**	Proficiency:		Level:					Skill Topics:

Strategic Value:

To encourage sharing and reuse of knowledge and best practices and preserve organizational knowledge beyond attrition.

Learning Objectives:

Knowledge of and ability to encourage and facilitate sharing knowledge, such as developing and implementing various approaches for providing incentives for sharing best practices and utilizing IT tools that facilitate sharing and preserving knowledge.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4		X	X	X	

Skill Topics:
- Relationship building
- Facilitation
- Group dynamics
- Groupware and collaboration tools
- Communication
- Critical thinking
- Social networks

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Intellectual Capital Manager (ICM)

3	Competency: KM Concept/Strategy	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Intellectual Capital

Strategic Value:

To use Knowledge Management as strategy to improve productivity as a learning organization.

Learning Objectives:

Knowledge of and ability to understand the KM concept and how to insert it into the business strategy development in order to realize the benefits of KM.

Proficiency:

Current: 0 1 2 3 4
Required: 0 1 2 3 4

Level: E I J S Ex

X X X X

Skill Topics:

- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Knowledge supply chain
- KM process
- KM tools
- Impacts of KM on business

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

$$\underline{\hphantom{xxxx}} - \underline{\hphantom{xxxx}} = \underline{\hphantom{xxxx}}$$

Required Proficiency	-	Current Proficiency	=	Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Intellectual Capital Manager (ICM)

4	Competency: **Information Resource Management**	Proficiency:		Level:	Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- Information management

To ensure organization information resources are a strategic asset that will provide the backbone of DON information needs by utilizing information resource assets in the most advantageous manner.

Learning Objectives:

Knowledge of and ability to manage information, information systems and related resources according to Federal laws and DoD, DON regulations.

Current: 0 1 2 3 4   Required: 0 1 2 3 4   Level: S X   Ex X

Skill Topics:
- Information management
- Information systems management
- Resource management
- Project, program, contract and life-cycle management
- Information resource management regulations, policies and procedures
- Computer products and services analysis
- Cost-benefit/economic analysis
- Life-cycle cost analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Intellectual Capital Manager (ICM)

5	Competency: **Enterprise Resource Planning**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Visioning

Strategic Value:

To enable organizations to unify disparate enterprise information systems (e.g., financial, human resources, supply chain management) into one comprehensive application.

Learning Objectives:

Knowledge of and ability to enable communication between multiple enterprise applications and platforms.

Current: 0 1 2 3 4 Required: 0 1 2 3 4

Level: E | I | J | S X | Ex X | (X X X under S, Ex...)

Skill Topics:
- Visioning
- Requirements analysis
- Feasibility studies
- Life-cycle cost estimates
- Commercial vendor assessments
- Finance strategies
- ERP software evaluation and procurement
- Plan and implementation of ERP software usage
- IV&V
- Outcome-based performance measurement

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Intellectual Capital Manager (ICM)

6	Competency: **Systems Thinking**	Proficiency:		Level:				Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Scoping

Strategic Value:

To build a learning organization by developing the capacity for putting pieces together and seeing the whole.

Learning Objectives:

Knowledge of and ability to create structural explanations for why things happen, to apply system archetypes to business situations, and to plan and evaluate actions to improve performance.

Proficiency:
Current: 0 1 2 3 4
Required: 0 1 2 3 4

Level:
E: X   I: X   J: X   S: X   Ex:

Skill Topics:
- Scoping
- Setting expectations
- Data collection and generation
- Making systemic sense of data
- Building shared understanding & commitment
- Identifying intervention
- Follow through

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)
- DON Systems Thinking Computer-based Training (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Intellectual Capital Manager (ICM)

7	Competency: **Leading People**	Proficiency:		Level:	Skill Topics:

| *Strategic Value:*

To design and implement strategies that maximize employee potential and foster high ethical standards in meeting the organization's vision and goals. | Learning Objectives:

Knowledge of and ability to inspire and motivate others toward goal accomplishment; to empower people, promote quality through effective use of performance management systems, foster team spirit, trust and pride. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E I J S Ex

X X | - Policy directives
- Policy development
- Strategic planning
- Performance management
- Quality management
- Team building
- Understanding of cultural diversity
- Coaching/mentoring
- Conflict resolution
- Negotiation/labor union relationship |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   -   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Intellectual Capital Manager (ICM)

8	Competency: **Business Acumen**		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics

Strategic Value:

To aid the organization with maximizing its human, financial, material and information resources in a manner that instills public trust and accomplishes the organization's mission.

Learning Objectives:

Knowledge of and ability to manage and plan the organization's resource needs and execute strategies to maximize these resources.

Proficiency:

Current: 0 1 2 3 4

Required: 0 1 2 3 4

Level: E I J S Ex — X (S) X (Ex)

Skill Topics:
- Understanding organizational operations
- Business processes
- Financial management

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Performance Measurement Engineer (PME)

1	Competency: **Social Network Analysis**		Proficiency:		Level:				Skill Topics:

| *Strategic Value:*

To ensure the value of social networks is realized in the KM system. | Learning Objectives:

Knowledge of and ability to analyze, map and alter social networks to be included in the design of KM systems to improve knowledge performance. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E

X | I

X | J

X | S Ex

X | - Organizational dynamics
- Interviewing
- Human factors
- Communication networks
- Understanding of social interactions group
- Social structure
- Human behavior analysis
- Socigrams
- Organizational and cultural factors of knowledge
- Knowledge sharing processes
- Communities of practice |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Performance Measurement Engineer (PME)

2	Competency: **Performance Metrics**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Activity-based costing - Earned value management - Outcomes-based performance management/Benefits realization - Balanced Scorecard concept - Malcomb Baldrige Performance Excellence Criteria - Productivity enhancement
To identify qualitative and quantitative measures of effectiveness in support of DON IM/IT programs.	Knowledge of and ability to apply the tools, methodologies, and procedures to measure or evaluate enterprise IM/IT performance.	0 1 2 3 4	0 1 2 3 4		X	X	X		

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Performance Measurement Engineer (PME)

3	Competency: **KM Concept/Strategy**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Intellectual Capital
To use Knowledge Management as strategy to improve productivity as a learning organization.	Knowledge of and ability to understand the KM concept and how to insert it into the business strategy development in order to realize the benefits of KM.	0 1 2 3 4	0 1 2 3 4	X	X	X	X		- Individual Human Capital, Social Capital and Enterprise Capital - Knowledge acquisition, production, transfer, brokering - Knowledge supply chain - KM process - KM tools - Impacts of KM on business

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Performance Measurement Engineer (PME)

4	Competency: **Policy/Strategic Plan Development and Implementation**	Proficiency:		Level:		Skill Topics:

	Learning Objectives:	Current	Required	E I J S Ex	- Commercial, Federal and Military standards

Strategic Value:

To develop and assist in the implementation of departmental policy and strategic plans regarding DON, DoD and Federal Government legislative mandates (i.e., Congressional Directives, Executive Orders, and policies relating to information systems communications).

Learning Objectives:

Knowledge of and ability to apply information technology concepts, principles, practices, procedures, policies, standards and operational requirements both internal and external to the DON (e.g., at the Joint Staff level) necessary to develop or modify IT strategic plans and/or policy.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4				X	X

Skill Topics:

- Commercial, Federal and Military standards
- Operational procedures
- Operational doctrine
- C4I issues
- Policy directives
- Policy development
- Interoperability deficiencies
- Migration/integration initiatives
- DoD security
- Strategic Planning

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Performance Measurement Engineer (PME)

5	Competency: KM Cultural Transformation	Proficiency:		Level:					Skill Topics:

| Strategic Value:

To promote cultural transformation to accept knowledge sharing as power. | Learning Objectives:

Knowledge of and ability to facilitate cultural changes from "knowledge is power" to "knowledge sharing is power" using various tools and techniques. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E I J S Ex

X X | - Facilitation
- Team building
- Sociology of knowledge
- Collaboration tools
- Group dynamics
- Incentives and rewards
- Concept of organizational learning
- Training and awareness |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Performance Measurement Engineer (PME)

6	Competency: Information Resource Management		Proficiency:		Level:					Skill Topics:

Strategic Value:

To ensure organization information resources are a strategic asset that will provide the backbone of DON information needs by utilizing information resource assets in the most advantageous manner.

Learning Objectives:

Knowledge of and ability to manage information, information systems and related resources according to Federal laws and DoD, DON regulations.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4				X	X

Skill Topics:

- Information management
- Information systems management
- Resource management
- Project, program, contract and life-cycle management
- Information resource management regulations, policies and procedures
- Computer products and services analysis
- Cost-benefit/economic analysis
- Life-cycle cost analysis

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Performance Measurement Engineer (PME)

7	Competency: **Enterprise Resource Planning**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Visioning - Requirements analysis - Feasibility studies - Life-cycle cost estimates - Commercial vendor assessments - Finance strategies - ERP software evaluation and procurement - Plan and implementation of ERP software usage - IV&V - Outcome-based performance measurement
To enable organizations to unify disparate enterprise information systems (e.g., financial, human resources, supply chain management) into one comprehensive application.	Knowledge of and ability to enable communication between multiple enterprise applications and platforms.	0 1 2 3 4	0 1 2 3 4				X	X	

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

$$\underline{\hphantom{xxxxx}} - \underline{\hphantom{xxxxx}} = \underline{\hphantom{xxxxx}}$$

Required   Current   Gap
Proficiency   -   Proficiency   =

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Performance Measurement Engineer (PME)

8	Competency: **Business Process Reengineering**		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Economic analysis principles
To ensure the organization's methods and processes support enterprise IM/IT requirements, both cost and technical.	Knowledge of and ability to apply analytical methods and procedures to review and assess IM/IT processes and procedures to support the development and enhancement of administrative processes, procedures and organizations.	0 1 2 3 4	0 1 2 3 4			X	X	X	- Activity-based costing - DoD and DON budget and procurement processes - BPR methodologies, metrics, tools and techniques - Automated information systems for specific computer projects - Plan and budgetary document development to support requirements

Developmental Opportunities:	Gap Assessment:
Learning: - Certification in KM (government, DON, academic) (S, Ex) - DoD BPR Certificate Program (all) - Information Resources Management College, Reengineering Organizational Processes (all) Work-based: - Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)	_____ - _____ = _____ Required Current = Gap Proficiency Proficiency Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Performance Measurement Engineer (PME)

9	Competency: Systems Thinking		Proficiency:		Level:					Skill Topics:

| *Strategic Value:*

To build a learning organization by developing the capacity for putting pieces together and seeing the whole. | **Learning Objectives:**

Knowledge of and ability to create structural explanations for why things happen, to apply system archetypes to business situations, and to plan and evaluate actions to improve performance. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E
X | I
X | J
X | S
X | Ex | - Scoping
- Setting expectations
- Data collection and generation
- Making systemic sense of data
- Building shared understanding & commitment
- Identifying intervention
- Follow through |

| | **Developmental Opportunities:**

Learning:
- Certification in KM (government, DON, academic) (S, Ex)
- DON Systems Thinking Computer-based Training (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all) | **Gap Assessment:**

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy: |

Career Area: Knowledge Management

Job Role: Performance Measurement Engineer (PME)

10	Competency: Cognitive and Decision Science	Proficiency:		Level:					Skill Topics:

| Strategic Value:

To promote organizational learning and innovation. | **Learning Objectives:**

Knowledge of and ability to understand basis of human decision making and thinking, and to develop processes for knowledge collection, organization, sharing and dissemination. | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E | I
X | J
X | S
X | Ex | - Group psychology
- Database design
- Decision theory
- Systems engineering
- Human factors
- Object Oriented Programming
- Artificial intelligence
- Decision aids |

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Performance Measurement Engineer (PME)

11	Competency: **Business Acumen**	Proficiency:		Level:			Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- Understanding organizational operations
To aid the organization with maximizing its human, financial, material and information resources in a manner that instills public trust and accomplishes the organization's mission.	Knowledge of and ability to manage and plan the organization's resource needs and execute strategies to maximize these resources.	0 1 2 3 4	0 1 2 3 4	X X X	- Business processes - Financial management

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   -   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Assurance Manager (KAM)

1	Competency: **Systems Integration**	Proficiency:		Level:						Skill Topics:

		Current	Required	E	I	J	S	Ex	

Strategic Value:

To manage the integration of subsystems into a system.

Learning Objectives:

Knowledge of and ability to integrate large information systems.

Proficiency — Current: 0 1 2 3 4 — Required: 0 1 2 3 4 — Level: S (X), Ex (X)

Skill Topics:
- Integration methods, tools and metrics
- System interoperability
- Software portability
- Software scalability
- System security
- System testing
- DoD and DON Enterprise migration strategies
- Specifications and uses of embedded computers

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

$$\underline{\hspace{2cm}} - \underline{\hspace{2cm}} = \underline{\hspace{1.5cm}}$$

Required Proficiency − Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Assurance Manager (KAM)

2	Competency: **Information Systems/Network Security**	Proficiency:		Level:					Skill Topics:

Strategic Value:

To protect and restore the security of information systems and network services and capabilities; identify and eliminate information systems vulnerabilities to inadvertent disclosure, modification, destruction, or denial of service.

Learning Objectives:

Knowledge of and ability to develop, evaluate, coordinate and disseminate security tools and procedures.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4	X	X	X		

Skill Topics:
- Information systems
- Information systems modeling methods
- Capacity planning
- Migration strategy development
- Customer information system planning, design and modification assistance
- Change management and control processes
- Development and maintenance tools
- Release package planning and status accounting
- Documentation audits and reviews
- Asset management tools
- Configuration management history
- Human factors practices and guidelines
- Network security issues
- Network performance monitoring
- Cryptography

Developmental Opportunities:

Learning:
- NETg Technical Training Courses

Work-based:
- Serve as an Information System Security Officer (ISSO) or assist the ISSO (J)
- Analyze security software, hardware support tools (I)
- Conduct or assist in system risk assessments (I, J)
- Conduct system vulnerability tests (J)
- Partnering with Industry (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Assurance Manager (KAM)

3	Competency: **Architecture**		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics:
To provide secure information systems that are efficient, effective, interoperable, scalable, reliable, integrated and affordable.	Understanding the operational, systems and technical views of the architecture framework endorsed by DoD, and their application in computer and information systems components.	0 1 2 3 4	0 1 2 3 4		X	X	X		- OMB Memo M-97-16 - C4ISR architecture framework - Process modeling - Data interchange services - Computer systems architecture - System design, including hardware components and configuration - Database management - Distributed processing - Operating Systems - Networks - Systems software - Technical Standards--their role and specific standards in use and adopted by DoD and DON - Cryptographic equipment and systems - DoD Security Architecture (MSL)

Developmental Opportunities:

Learning:
- Information Resources Management College, Managing Information Architectures and Infrastructures (all)
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency   -   Current Proficiency   =   Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Assurance Manager (KAM)

4	Competency: **Web Development for KM**	Proficiency:		Level:					Skill Topics:

Strategic Value:

To ensure that Internet/Intranet websites and portals meet requirements, are maintainable, on schedule and within cost.

Learning Objectives:

Knowledge of and ability to apply emerging web design methodologies and technologies for developing KM products and systems.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4	X	X	X	X	

Skill Topics:

- DoD policies and guidelines for web development
- Website design and structure
- Management of internal and external websites
- Monitoring website functionality and security
- Collection and analysis of website statistics
- Testing, troubleshooting and resolving web problems
- Evaluating web applications
- Network architecture and software
- Object oriented technology

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

$$\underline{\hspace{2cm}} - \underline{\hspace{2cm}} = \underline{\hspace{2cm}}$$

Required   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Assurance Manager (KAM)

5	Competency: E-Business		Proficiency:		Level:					Skill Topics:

Strategic Value:

To conduct business in an integrated and automated paperless information environment.

Learning Objectives:

Knowledge of and ability to develop and apply electronic commerce tools and electronic data interchange policy, practices, standards, and procedures.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4		X	X	X	

Skill Topics:

- Electronic mail
- Electronic bulletin board systems
- Electronic funds transfer
- Business Process Evaluation/Reengineering
- Economic/Cost benefit analysis
- Project planning/development
- Enterprise integration/implementation
- EC/EDI Standards coordination/development support
- Training and awareness

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

$$\underline{\hspace{2cm}} - \underline{\hspace{2cm}} = \underline{\hspace{2cm}}$$

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Assurance Manager (KAM)

6	Competency: **Knowledge Mapping**		Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	Skill Topics:
To structure and manage an organization's knowledge directly and serve as visual directories to other more detailed sources of client knowledge.	Knowledge of and ability to provide the organization with a picture of the specific knowledge it requires in order to support its business processes.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Intellectual Capital - Individual Human Capital, Social Capital and Enterprise Capital - Knowledge acquisition, production, transfer, brokering - Information Management

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

$$\underline{\hspace{3cm}} - \underline{\hspace{3cm}} = \underline{\hspace{2cm}}$$

Required   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Assurance Manager (KAM)

7	Competency: **Social Network Analysis**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Organizational dynamics
To ensure the value of social networks is realized in the KM system.	Knowledge of and ability to analyze, map and alter social networks to be included in the design of KM systems to improve knowledge performance.	0 1 2 3 4	0 1 2 3 4	X	X	X	X		- Interviewing - Human factors - Communication networks - Understanding of social interactions group - Social structure - Human behavior analysis - Socigrams - Organizational and cultural factors of knowledge - Knowledge sharing processes - Communities of practice

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   - Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Assurance Manager (KAM)

8	Competency: **Performance Metrics**	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Activity-based costing
To identify qualitative and quantitative measures of effectiveness in support of DON IM/IT programs.	Knowledge of and ability to apply the tools, methodologies, and procedures to measure or evaluate enterprise IM/IT performance.	0 1 2 3 4	0 1 2 3 4		X	X	X		- Earned value management - Outcomes-based performance management/Benefits realization - Balanced Scorecard concept - Malcomb Baldrige Performance Excellence Criteria - Productivity enhancement

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Assurance Manager (KAM)

9	Competency: KM Concept/Strategy	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Intellectual Capital

Strategic Value:

To use Knowledge Management as strategy to improve productivity as a learning organization.

Learning Objectives:

Knowledge of and ability to understand the KM concept and how to insert it into the business strategy development in order to realize the benefits of KM.

Current: 0 1 2 3 4

Required: 0 1 2 3 4

Level: E X | I X | J X | S X | Ex

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Knowledge supply chain
- KM process
- KM tools
- Impacts of KM on business

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Assurance Manager (KAM)

| 10 | Competency: KM Cultural Transformation | Proficiency: | | Level: | | | | | Skill Topics: |

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Facilitation

Strategic Value:

To promote cultural transformation to accept knowledge sharing as power.

Learning Objectives:

Knowledge of and ability to facilitate cultural changes from "knowledge is power" to "knowledge sharing is power" using various tools and techniques.

Proficiency:

Current: 0 1 2 3 4
Required: 0 1 2 3 4

Level:

E I J S Ex

S: X   Ex: X

Skill Topics:

- Facilitation
- Team building
- Sociology of knowledge
- Collaboration tools
- Group dynamics
- Incentives and rewards
- Concept of organizational learning
- Training and awareness

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Assurance Manager (KAM)

11	Competency: KM Ethical and Legal Issues	Proficiency:		Level:					Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E	I	J	S	Ex	- Relevant laws and regulations
To conduct business in compliance with law and DON ethics.	Knowledge of and ability to take actions in compliance with laws and regulations that are relevant to KM efforts and to consider ethical issues whenever appropriate.	0 1 2 3 4	0 1 2 3 4	X	X	X	X		- Privacy Issues - Security Issues - Ethics in teamwork

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency   -   Proficiency

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Assurance Manager (KAM)

12	Competency: **Systems Thinking**	Proficiency:		Level:	Skill Topics:

Strategic Value:

To build a learning organization by developing the capacity for putting pieces together and seeing the whole.

Learning Objectives:

Knowledge of and ability to create structural explanations for why things happen, to apply system archetypes to business situations, and to plan and evaluate actions to improve performance.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4	X	X	X	X	

Skill Topics:
- Scoping
- Setting expectations
- Data collection and generation
- Making systemic sense of data
- Building shared understanding & commitment
- Identifying intervention
- Follow through

Developmental Opportunities:

Learning:
- Certification in KM (government, DON, academic) (S, Ex)
- DON Systems Thinking Computer-based Training (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency	-	Current Proficiency	=	Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Assistant (KA)

1	Competency: **Web Development for KM**	Proficiency:		Level:	Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	- DoD policies and guidelines for web development
To ensure that Internet/Intranet websites and portals meet requirements, are maintainable, on schedule and within cost.	Knowledge of and ability to apply emerging web design methodologies and technologies for developing KM products and systems.	0 1 2 3 4	0 1 2 3 4	X X	- Website design and structure - Management of internal and external websites - Monitoring website functionality and security - Collection and analysis of website statistics - Testing, troubleshooting and resolving web problems - Evaluating web applications - Network architecture and software - Object oriented technology

Developmental Opportunities:

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy:

Career Area: **Knowledge Management**

Job Role: **Knowledge Assistant (KA)**

2	Competency: **KM Concept/Strategy**	Proficiency:		Level:	Skill Topics:

Strategic Value:

To use Knowledge Management as strategy to improve productivity as a learning organization.

Learning Objectives:

Knowledge of and ability to understand the KM concept and how to insert it into the business strategy development in order to realize the benefits of KM.

Current	Required	E	I	J	S	Ex
0 1 2 3 4	0 1 2 3 4	X	X			

Skill Topics:
- Intellectual Capital
- Individual Human Capital, Social Capital and Enterprise Capital
- Knowledge acquisition, production, transfer, brokering
- Knowledge supply chain
- KM process
- KM tools
- Impacts of KM on business

Developmental Opportunities:

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   Current   =   Gap
Proficiency - Proficiency

Gap Mitigation Strategy:

**Career Area:	Knowledge Management**

**Job Role:	Knowledge Assistant (KA)**

3	Competency: **Systems Thinking**	Proficiency:		Level:		Skill Topics:

Strategic Value:	Learning Objectives:	Current	Required	E I J S Ex	Skill Topics:
To build a learning organization by developing the capacity for putting pieces together and seeing the whole.	Knowledge of and ability to create structural explanations for why things happen, to apply system archetypes to business situations, and to plan and evaluate actions to improve performance.	0 1 2 3 4	0 1 2 3 4	X X	- Scoping - Setting expectations - Data collection and generation - Making systemic sense of data - Building shared understanding & commitment - Identifying intervention - Follow through

Developmental Opportunities:

Learning:
- DON Systems Thinking Computer-based Training (all)

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required Proficiency - Current Proficiency = Gap

Gap Mitigation Strategy:

Career Area: Knowledge Management

Job Role: Knowledge Assistant (KA)

4	Competency: **Content Integration**		Proficiency:		Level:					Skill Topics:

| *Strategic Value:*

To provide the organization a consolidated library of knowledge available to transport across different media. | Learning Objectives:

Knowledge of and ability to synthesize organizational knowledge in a manner that allows for organization-wide access. | | Current

0 1 2 3 4 | Required

0 1 2 3 4 | E
X | I
X | J | S | Ex | - Information management
- Resource management
- Computer products and services analysis |

Developmental Opportunities:

Work-based:
- Attend KM conferences, such as IKM, Knowledge World, Enterprise Information Group (all)

Gap Assessment:

_____ - _____ = _____

Required   -   Current   =   Gap
Proficiency   Proficiency

Gap Mitigation Strategy: